



**Federal Aviation
Administration**

Commercial Space Transportation

Fiscal Year 2015 Business Plan



FY2015 AST Business Plan

January 21, 2015 04:16 PM

The mission of the Federal Aviation Administration (FAA) Office of Commercial Space Transportation (AST) is to ensure protection of the public, property, and the national security and foreign interests of the United States during commercial launch or reentry activities, and to encourage, facilitate, and promote U.S. commercial space transportation.

Safety is AST's top priority. To meet its safety responsibilities, AST undertakes a variety of core business functions to ensure that uninvolved persons are protected from the hazards associated with commercial space launch operations. These functions include making license and experimental permit determinations, conducting inspections of licensed and experimental permit operations, and developing rulemaking products related to commercial launch activities. AST also reviews its processes for ensuring public safety regularly as the commercial space transportation industry evolves. With a focus on the rapid evolution and complexity of new launch vehicles, AST will lead agency efforts to develop new and improved approaches to evaluate and approve safety-critical launch vehicle components and systems. Further, AST will continue to leverage partnerships with other government organizations to enhance the safety of launches occurring from both federal and non-federal launch sites.

In addition to ensuring public safety, AST enables industry through a variety of activities intended to encourage, facilitate and promote the growth of U.S. commercial space transportation. AST's core business functions in this area include activities such as performing environmental projects, publishing reports on industry developments and trends, hosting stakeholder forums, and supporting development of policies that enhance the global competitiveness of the U.S. commercial space transportation industry. Central to AST's efforts to ensure safety, is the establishment of a Commercial Space Transportation Center of Excellence. The Center leverages AST research and development funding with a consortium of universities and industry partners to carry out cooperative research on critical topics and broadly disseminate research findings.

Further, AST takes great pride in delivering timely and reliable products that meet or exceed stakeholder requirements. AST is committed to working with its stakeholders to identify approaches that will render even greater service and satisfaction, as well as cost savings. Finally, AST's greatest resource is its dedicated staff. AST strives to ensure that all of its staff members are properly trained and prepared to perform at the highest levels.

Make Aviation Safer and Smarter

AST supports increased safety by establishing and applying regulations for commercial space launch and reentry operations, as well as launch and reentry sites. To protect public safety, AST conducts thorough and complete evaluations of all launch activities proposed by U.S. citizens or by non - U.S. entities seeking to conduct launch activities in the U.S. In addition to issuing launch licenses, AST issues experimental permits to commercial entities seeking to conduct launches for research and development purposes. Subsequently, AST inspects and monitors licensed and experimental launch activities.

Strategic Measure: Risk-Based Decision Making

Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Strategic Initiative: Decision Making Process

Enhance decision making process.

Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues. i. Identify current hazards and utilize current policies (8040.4A) and guidance material to assess the associated risk; ii. Modifying 8040.4A as a result of lessons learned; iii. Process for identifying hazards is being developed by Safety Performance Design Team. ATO, AVS, ARP (ASH and AST Target 1 only)

Activity Target 1:

Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. (AVS, ATO, ARP, ASH, AST) Due March 31, 2015

Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

Strategic Activity: FAA Oversight Model

Evolve the FAA Oversight model to leverage industry's use of safety management principles, and

exchange safety management lessons learned and best practices. (AVS, ASH, ARP, AST, AGC)

Activity Target 1:

90 days after union notification, but no later than June 30, 2015, have the FAA Compliance Philosophy signed by the Administrator. Due June 30, 2015

Core Measure: Commercial Space Launch and Reentry Accidents

No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities.

Core Initiative: Safety Oversight

Ensure that safety oversight keeps pace with changes in the commercial space transportation environment.

Core Activity: Safety Tools and Analyses

Develop internal tools and processes utilized by AST engineering and technical staff.

Activity Target 1:

Develop a tools and analyses strategic plan reflecting emerging industry needs and operational concepts. Due January 31, 2015

Activity Target 2:

Complete NASA's Review of AST's V&V of the RESOLV tool. Due September 30, 2015

Activity Target 3:

Implement an improved MPL analysis process that accommodates ELVs and RLVs in the launch area and during overflight. Due September 30, 2015

Core Activity: Safety Management System

Support FAA's SMS Executive Council and FAA SMS Committee on SMS concerns affecting multiple lines of business. Modify AST's Safety Management System (SMS) as required to conform with FAA-wide policy, in order and to address industry's safety risk management issues more effectively.

Activity Target 1:

Modify AST's Safety Management System (SMS) as required to: (1) conform with FAA-wide policy, and (2) address industry's safety risk management issues more effectively. Due September 30, 2015

Activity Target 2:

Used as place holder awaiting results of first FAA SMS Executive Council Meeting in FY 2015. Due September 30, 2015

Core Initiative: Space Operation Integration

Partner with the Air Traffic Organization (ATO), Office of Airports (ARP), and NextGen (ANG) to manage the safe integration of commercial space transportation operations into the national airspace and airports system. Develop processes, provide commercial space operations subject matter expertise, and coordinate safety support as requested.

Core Activity: Spaceport Integration

Conduct various projects to support the safe integration of commercial space transportation operations into the national airspace and airports system.

Activity Target 1:

Partner with ARP to draft a standard operating procedure for aligning spaceport evaluation processes and approvals with associated airport processes and approvals. Due September 30, 2015

Core Initiative: Orbital Space Safety

Initiate an orbital safety collision avoidance analysis development program within the FAA acquisition management system.

Core Activity: Implement an initial collision avoidance capability and develop a report that defines requirements, interfaces, and agreements for future capabilities.

Develop products that establish architectures and develop solutions for future capabilities.

Activity Target 1:

Develop a market survey, candidate architectures, and business case analysis in support of an initial collision avoidance analysis program. Due April 30, 2015

Activity Target 2:

Execute at least one cooperative agreement for the sharing of Space Situational Awareness (SSA) data between the holder of that data and the FAA. Due September 30, 2015

Activity Target 3:

Conduct three analytical studies of commercial

launch and reentry collision avoidance issues using available tools to inform future orbital space safety strategy, architecture, and policy development. Due September 30, 2015

Core Activity: Define future Orbital Space Safety Capabilities

Define future Orbital Space Safety Capabilities.

Activity Target 1:

Partner with other agencies to develop candidate integrated terrestrial and space weather data products to increase safety of flight for orbital and suborbital flight operations. Due September 30, 2015

Core Measure: Commercial Space Transportation - Safety

Maintain public safety through process improvements and the conduct of effective and efficient safety evaluations, safety inspections, and rulemaking. Complete 80% of the initiatives within this target, as well as achieve: a rolling average of 174 days to make license determination based on the 3 most recent license applications, and a rolling average of 118 days to make permit determination based on the 3 most recent permit applications.

Core Initiative: Licensing

Conduct AST licensing process.

Core Activity: License Determinations - NEW

Make new license determinations.

Activity Target 1:

Make new RLV mission or launch license determinations within 180 days of receiving acceptable applications with a minimum of three new license determinations in FY2015. Due September 30, 2015

Activity Target 2:

: Make a minimum of one new launch site operator license determination. Due September 30, 2015

Activity Target 3:

Expedite licensing process for at least two launches by streamlining process or incorporating previous evaluations and determinations where applicable. Due September 30, 2015

Core Activity: License Determinations - RENEWALS

Make license renewal determinations.

Activity Target 1:

Make license renewal determinations within 90 days of receiving acceptable applications with a minimum of four license renewal determinations in FY 2015. Due September 30, 2015

Core Activity: Improve Licensing Process

Improve licensing process efficiency and effectiveness.

Activity Target 1:

Update internal procedures for licensing expendable launch vehicle (ELV) launches. Due August 15, 2015

Activity Target 2:

Update internal procedures for licensing reusable launch vehicle (RLV) missions. Due August 15, 2015

Activity Target 3:

Prepare a report that captures lessons learned from license application evaluations to identify potential licensing process improvements, which may include recommendations for regulatory changes if evaluations indicate a requirement is inadequate or not clearly defined. Due September 15, 2015

Core Initiative: Safety Approvals

Conduct the Safety Approval process.

Core Activity: Safety Approval Determinations

Make new safety approval determinations.

Activity Target 1:

Make new safety approval determinations within 180 days of receiving acceptable application with a minimum of two new safety approval determinations in FY 2015. Due September 30, 2015

Core Activity: Improve Safety Approval Process

Improve the effectiveness and efficiency of the safety approval process.

Activity Target 1:

Develop guidance on the specific sections of 14 CFR § 414.11(c) that apply for different types of safety approval elements. Due June 30, 2015

Core Initiative: Rulemaking

Issue rulemaking and guidance products.

Core Activity: Develop and Issue Rulemaking Products

Develop rulemaking products for the U.S. commercial space transportation industry to ensure public safety.

Activity Target 1:

Develop an application for rulemaking to revise the experimental permit regulations in Part 437. Due August 31, 2015

Activity Target 2:

Obtain a management decision on the approach to revising Parts 417 and 431. Due September 30, 2015

Activity Target 3:

Develop AST's concept for evaluating and accepting industry consensus standards. Due August 31, 2015

Core Activity: Develop and Issue Advisory Documents

Develop and issue products intended to assist potential licensees in meeting regulatory requirements pertaining to public safety.

Activity Target 1:

Update the four-year plan for AST's guidance documents. Due November 30, 2014

Activity Target 2:

Review and re-designate or withdraw, if appropriate, all AST guidance documents as ACs, Guides, or other designation. Due September 15, 2015

Activity Target 3:

Update AST's web site to include all relevant statutes, regulations, guidance, and other related documents. Due September 15, 2015

Core Initiative: Safety Inspections

Conduct launch/reentry, launch/reentry site operator, and safety approval safety inspections. Conduct Class 3 amateur rocket observations as required. Execute the AST standardization and evaluation (stan/eval), inspection training, mishap response coordination, and enforcement programs.

Core Activity: Inspect Launch and Reentry OPERATIONS and SITES

Inspect and monitor launch and reentry operations, active licensed launch and reentry sites, and safety approval holders to verify license, permit, and safety approval holder compliance with all applicable regulations. Multiple inspections may occur for a

single licensed or permitted launch, reentry site, or safety approval holder.

Activity Target 1:

Develop an annual report identifying specific reoccurring waivers which could indicate inadequate or improperly defined public safety requirements. Identify lessons learned and other safety issues observed during inspection or those which do not support operational environments and indicate potentially incorrect safety requirements necessitating modification. Develop and provide regulatory recommendations and/or language which could correct or better define public safety requirements. Coordinate results with, and brief the conclusions to the Regulations and Analysis Division for use in future rulemaking. Incorporate changes into inspection procedures, training, and safety inspection plans. Due August 31, 2015

Core Activity: Implement & Maintain a MISHAP RESPONSE Program

Develop critical mishap response tools and exercises to familiarize and train division staff response to commercial space transportation mishap events. Prepare written guidance documentation for the implementation and evaluation of the mishap program's effectiveness.

Activity Target 1:

Conduct a major AST mishap exercise (all divisions, senior leadership, and Government stakeholders) of the mishap notification and response team including AST bridge line activation and response actions. Develop and implement a catastrophic mishap scenario for use during the exercise. Report the exercise results to AST-1, via written report and briefing. Identify areas of weakness and strengths and provide recommended procedural or policy changes to better prepare AST to respond to a mishap. Due April 30, 2015

Core Activity: Conduct Compliance & Enforcement

Develop a compliance and enforcement program procedure and training program applicable to the commercial space transportation industry and reflecting standard FAA policies and procedures. The program procedure should familiarize and train division personnel on the process for executing a compliance and enforcement action for any future situation.

Activity Target 1:

Develop a compliance and enforcement program

procedural outline defining the critical topics and subject matter areas required for a draft procedure. The outline should contain first level subject areas only and identify future safety inspector training development and familiarization topic areas regarding the compliance and enforcement process. Due March 31, 2015

Activity Target 2:

Develop a draft compliance and enforcement procedure. The draft procedure should include developmental language for the first level topic areas completed earlier. It should describe applicable future training and familiarization topic areas. Due September 30, 2015

Core Initiative: Experimental Permits

Make experimental permit determinations.

Core Activity: Experimental Permit Determinations - NEW

Make a determination to issue a permit to conduct experimental RLV suborbital launches.

Activity Target 1:

Make experimental permit determinations within 120 days of receiving acceptable applications with a minimum of two new permit determinations in FY2015. Due September 30, 2015

Core Activity: Experimental Permit Determination - RENEWALS

Make experimental permit renewal determination.

Activity Target 1:

Make experimental permit renewal determinations within 60 days of receiving an acceptable application. Due September 30, 2015

Core Activity: Develop and Improve Experimental Permit Process

Improve the experimental permitting process effectiveness and efficiency.

Activity Target 1:

Update internal procedures for evaluating and issuing experimental permits based on lessons learned and process improvements. Due July 31, 2015

Core Initiative: Operations

Partner with the NASA, DOD, and other government agencies to manage policy, coordination, and partnerships for the enhancement of commercial space safety. Work with the other AST divisions to integrate

the core functions of each of the divisions to provide for a safer and more efficient licensing process from pre-application consultation through license evaluation and operational phases. Manage and coordinate with potential license, permit, or safety approval applicants, facilitating initial applicant education and data exchanges in the development and evaluation of draft applications, leading up to a formal application acceptance. Manage the coordination for hybrid operations which include activities that cross regulatory boundaries such as launch vehicles that utilize elements of both aviation and space, launch vehicles that are part expendable and part reusable, or licensed launch sites that are also airports.

Core Activity: Government Partnership

Continue to develop partnerships with NASA programs and centers, and other agencies to manage policy, coordination, and consistency of requirements for the enhancement of commercial space safety.

Activity Target 1:

: Develop a plan to implement FAA launch and reentry licensing of NASA astronauts and their international partners for post certification missions on the NASA Commercial Crew Transportation Capabilities contract. Due September 30, 2015

Core Activity: Operations Integration

Develop strategies to better integrate the core functions of each of the division to provide for a safer and more efficient licensing process from pre-application consultation through license evaluation and operational phases and cross-cutting regulatory or operational issues. Operations Integration also includes developing and maintaining an integrated status of all companies in pre-application consultation, in application evaluation, and in operations with the appropriate data (timelines, schedules, milestones, launch dates, etc.) to help AST more effectively manage and prioritize work. Coordinate the development of AST policy and procedures on matters relevant to external organizations including commercial providers, other FAA organizations, and other government agencies.

Activity Target 1:

Develop an informed consent policy and guidance that defines a measure of sufficiency for crew or spaceflight participants missions. Due April 1, 2015

Activity Target 2:

Develop candidate metrics measuring the effectiveness of the process from pre-application consultation through license evaluation and operational phases. Due April 1, 2015

Activity Target 3:

Implement an initial metrics set to measure the effectiveness of the process from pre-application consultation through license evaluation and operational phases. Due September 30, 2015

Core Activity: Pre-Application Consultation

Manage and coordinate with potential license, permit, or safety approval applicants, with the intent of facilitating the development of higher quality applications from commercial companies. Provide initial applicant education, facilitate data exchanges and identify areas where regulatory guidance is necessary for the commercial space transportation application.

Activity Target 1:

Identify areas where regulations or guidance materials are inadequate for applicants in consultation for a license, experimental permit, or safety approval for a commercial space transportation activity. All occurrences will be documented upon discovery to the relevant Division(s) and summarized in an annual report for future rulemaking or advisory circular development. Due September 30, 2015

Core Activity: Hybrid Operations

Manage the coordination for hybrid operations which include activities that cross regulatory boundaries such as launch vehicles that utilize elements of both aviation and space, launch vehicles that are part expendable and part reusable, or licensed launch sites that are also airports.

Activity Target 1:

Establish a full-time field office at Spaceport America. Due September 30, 2015

Core Initiative: Research and Development

Conduct research and development (R&D) activities in support of AST's mission goals. These goals are traceable to, and directly aligned with, over-arching FAA and DOT goals. AST's research program addresses four areas: (1) Space Traffic Management and Operations; (2) Space Transportation Operations, Technologies and Payloads; (3) Human Spaceflight; and (4) Space Transportation Industry Viability.

Core Activity: Center of Excellence for Commercial Space Transportation

Work with the FAA Technical Center, government agencies, academic institutions, and industry stakeholders to establish a world-class consortium to

identify solutions for existing and anticipated commercial space transportation industry problems through basic and applied research.

Activity Target 1:

Provide oversight to the Center of Excellence for Commercial Space Transportation and sustain critical research activities contributing to regulatory activities maintaining public safety and impacting the commercial space transportation industry, and disseminate research findings to industry. Due September 30, 2015

Core Measure: Commercial Human Space Safety Requirements

Work with the Commercial Space Transportation Advisory Committee (COMSTAC), NASA, the U.S. Air Force, and other stakeholders to enable safe commercial space flight operations involving flight crew and space flight participants, through preparation of at least one document addressing occupant safety practices, as well as through at least two meetings with stakeholders, concerning NASA commercial human spaceflight programs.

Core Initiative: Commercial Human Space Safety Standards

Work with the Commercial Space Transportation Advisory Committee (COMSTAC), NASA, the U.S. Air Force, and other stakeholders to enable safe commercial space flight operations involving flight crew and space flight participants.

Core Activity: Advance an Approach for Human Space Flight Safety

Work with the Commercial Space Transportation Advisory Committee (COMSTAC), the Commercial Space Federation and other stakeholders to develop standards based on the Recommended Practices for Human Space Flight Occupant Safety, in order to enable safe commercial space flight operations that involve flight crew and space flight participants.

Activity Target 1:

Participate with industry on at least one industry-lead standards development project that supports an element of the Recommended Practices for Human Space Flight Occupant Safety. Due September 30, 2015

Core Activity: Human Spaceflight Fatal Accident Rate as Low as Possible

Remain below the historical fatal accident rate of one percent when licensed suborbital flights begin, involving flight crew and space flight participants.

Activity Target 1:

Determine the feasibility of a voluntary safety reporting system for Commercial Space Transportation operators to report safety concerns. Due July 31, 2015

Deliver Benefits Through Technology/Infrastructure

AST is applying technology in order to encourage the growth and expansion of U.S. commercial space transportation. Specifically, AST conducts necessary airspace integration activities, as well as activities intended to generate public support for U.S. commercial space transportation.

Strategic Measure: National Airspace System (NAS)

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services.

Strategic Initiative: Accommodating Commercial Space Transportation into the NAS

Safely and efficiently integrate new types of operations, such as commercial space and unmanned aircraft, into the NAS and enable the benefits these operations will provide.

Strategic Activity: Space Traffic Management

Demonstrate and document capabilities for automating processes used for accommodating launch and reentry operations in the NAS.

Activity Target 1:

AST/ATO develop an operational demonstration of space vehicle data suitable for routing to FAA automation systems to facilitate implementation of special activity airspace. Due September 30, 2015

Activity Target 2:

AST/ATO based upon the automation demonstration outcomes, deliver DRAFT amendments for the space launch and reentry airspace management procedures. Due September 30, 2015

Core Measure: Environmental Stewardship in Commercial Space Transportation

Perform a comprehensive environmental review for each licensed or permitted activity for which an application is accepted and document the results appropriately, for compliance with the National Environmental Protection Act and Agency Directives.

Core Initiative: Environmental Reviews

Conduct environmental reviews of proposed licensed and permitted operations and AST rulemaking activities

Core Activity: Environmental Reviews - License and Experimental Permit

Conduct environmental reviews for proposed launch, reentry and launch site operations in support of AST license, permit, and renewal evaluation timelines.

Activity Target 1:

Complete 8 environmental reviews in support of licensing and permitting timelines. Due September 30, 2015

Core Activity: Improve AST Environmental Review Process

Improve the efficiency and effectiveness of AST's environmental review process by completing mission critical improvement tasks.

Activity Target 1:

Finalize environmental review process guidance for applicants and incorporate it into AST's pre-application consultation process. Due September 30, 2015

Core Activity: Partner with AEE

Partner with the Office of Environment and Energy (AEE) to conduct projects that support environmental reviews of commercial launch, reentry, and launch site operations.

Activity Target 1:

Based on the results of a 3rd party review initiated by AEE, update the Launch Noise Model and sonic boom methodology for commercial launch and reentry noise analysis. Due September 30, 2015

Core Initiative: Environmental Management System

AST seeks to protect and enhance communities and the natural environment affected by U.S. commercial space transportation launches and activities through adoption of industry best practices for environmental protection and stewardship. AST intends to honor this commitment through maintenance and continual improvement of an EMS to support the growth of commercial space transportation, including the conducting of an annual audit and management review.

Core Activity: AST Support for EMS

Maintain and improve AST's EMS through the conducting of an annual audit and management review.

Activity Target 1:

Support the EMS Steering Committee to assist in the updates to applicable Orders, training, Environmental Management Plans, and Procedures as necessary. Due September 30, 2015

Activity Target 2:

Conduct internal EMS audits and management review, report status to AEE. Due August 31, 2015

Core Measure: Expand Commercial Space Transportation Capacity

Enable the commercial space transportation industry through activities intended to encourage, facilitate, and promote the growth and international competitiveness of the U. S. commercial space transportation industry.

Core Initiative: Enabling Industry Competitiveness and Viability

Enable the commercial space transportation industry through activities intended to encourage, facilitate, and promote the growth and international competitiveness of the U.S. commercial space transportation industry.

Core Activity: Publish Industry Information

Collect and publish website content presenting information about commercial space transportation industry activities.

Activity Target 1:

Collect and publish, at least annually, website content presenting global space launch activity information, including past, present, and projected future commercial launches, as well as associated performance data. Due September 30, 2015

Activity Target 2:

Collect and publish safety record information for informed consent on AST's website. Due September 30, 2015

Core Activity: Support the Commercial Space Transportation Advisory Committee (COMSTAC)

Serve as COMSTAC executive secretariat.

Activity Target 1:

Support two meetings of the Commercial Space Transportation Advisory Committee. Due September 30, 2015

Activity Target 2:

Develop and implement a candidate identification process for membership selection to the Commercial Space Transportation Advisory Committee (COMSTAC). Due March 31, 2015

Core Activity: Space Education Outreach

Work in collaboration with the Aviation and Space Education (AVSED) Outreach coordinators to support the AVSED program

Activity Target 1:

Support up to three domestic inquiries forwarded to AST by AVSED coordinators during FY2014. Due September 30, 2015

Core Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of \$30 million in FY 2015.

Core Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per controlled flight, staff office overhead rates and cost per accounting transaction.

Core Activity: AST Efficiency Measure: Average Days to Make License Determinations

Track and report the average number of days to make a license determination for launch, re-launch and reentry applications, and for the operation of a launch or reentry site.

Activity Target 1:

Provide updated FY 2016 templates for review and approval in time to be included in the FY 2016 Business Plan. Due June 30, 2015

Activity Target 2:

Report quarterly results and comments to ABA on the average number of days to make license determinations. Due 30 days after the end of each quarter Due September 30, 2015

Core Activity: AST Efficiency Measure: Regulatory Cost per Launch/ Re-entry

Track and report the average regulatory cost of a commercial space launch.

Activity Target 1:

Provide updated FY 2016 templates for review and approval in time to be included in the FY 2016 Business Plan. Due June 30, 2015

Activity Target 2:

Report quarterly results and comments to ABA for average regulatory cost of a commercial space launch. Due 30 days after the end of each quarter. Due September 30, 2015

Core Activity: Promote U.S. law and FAA Regulations and Practices for International Adoption

AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Activity Target 1:

Complete at least one written space-related agreement, non-binding agreement, or exchange of letters with a foreign government. Due September 30, 2015

Activity Target 2:

Provide leadership in the International Civil Aviation Organization (ICAO) sub-orbital learning group to promote AST regulatory and recommended practices. Due September 30, 2015

Core Initiative: Interagency Coordination

Interagency and Administration Support of On-Orbit Activity Increase the international competitiveness of the U.S. commercial space transportation industry by establishing a progressive regulatory foundation for on-orbit transportation activities.

Core Activity: Facilitate interagency coordination for expanded FAA Authority

AST consultation with other agencies and White House staff to build consensus position on expanding authority to include on-orbit space transportation to keep pace with industry development.

Activity Target 1:

Facilitate interagency activity to develop an Administration consensus position that assigns DOT/FAA the authority to manage commercial on-orbit space transportation activity. Due September 30, 2015

Enhance Global Leadership

AST is enhancing FAA's global leadership by sharing knowledge of its commercial safety oversight practices with the international space transportation community. Specifically, AST participates in international forums to raise awareness of its practices and activities that have resulted in an outstanding public safety record.

Core Measure: Ensure U.S. Industry Participation in Global Marketplace

The FAA will advance regulatory interoperability and partnerships with foreign authorities and organizations to ensure a seamless transfer of U.S. aerospace products, services, and approvals.

Core Initiative: Space Transportation International Coordination

Increase the international competitiveness of the U. S. commercial space transportation industry by advocating the adoption of U.S. law, FAA regulations and FAA practices.

Empower and Innovate with the FAA's People

AST is empowering and innovating with its team of technical professionals, in order to control costs, improve stakeholder service, effectively and efficiently manage resources, and execute a comprehensive training plan.

Core Measure: Hiring Persons with Targeted Disabilities (PWTD)

Support the DOT Strategic Objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by increasing the

hiring of PWTD for eligible positions to 3 percent by 2018. In FY 2015, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Core Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTD in the workforce by ensuring that at least 2% of all FAA new hires are PWTD. Each year, FAA will increase incrementally the percentage of PWTD hires by .33% per year to reach the 3% DOT hiring goal by 2018.

Core Activity: Hiring PWTD

In FY 15, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Activity Target 1:

The head of each LOB/SO will issue a memorandum (key language will be provided by ACR) directed to their managers promoting the PWTD hiring goal. Due December 31, 2014

Activity Target 2:

Each LOB/SO will report to ACR their total hiring projections for FY 15, and identify the estimated number of PWTD hires required to meet their 2% hiring goal. Due March 31, 2015

Activity Target 3:

Managers with hiring authority from each LOB/SO will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due March 31, 2015

Core Measure: Alternative Dispute Resolution (ADR)

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level to avoid the cost, delay, and unpredictability of the traditional adjudicatory processes.

Core Initiative: ADR Engagement

Encourage workforce to resolve disputes in an amicable way by utilizing the ADR process.

Core Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 65% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist Agency effort with ADR engagement by ensuring that 65% of all managers engage in mediation when requested by employees. Due September 30, 2015

Core Measure: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

Core Initiative: EAC

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Core Activity: EAC

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Activity Target 1:

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 15, 2014

Activity Target 2:

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due November 30, 2014

Activity Target 3:

Provide a mid-year status report to the EAC on actions taken to accomplish business plan goals. Due April 30, 2015

Activity Target 4:

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2015

Activity Target 5:

Develop and implement Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2015

Core Measure: Resource Management

Efficiently manage AST human, IT and fiscal resources measurable by the activities as they are defined. Enhance the capabilities of the AST organization and its employees.

Core Initiative: Resource Management

This is a placeholder to account for all resource management activities.

Core Activity: Manage Human Resources

AST management/leadership training, and employee recruitment and retention.

Activity Target 1:

Update AST Workforce Plan. Due April 30, 2015

Activity Target 2:

Maintain an average staffing level at no less than 90% authorized. Due September 30, 2015

Core Activity: Manage Information Technology Resources

Manage IT resources.

Activity Target 1:

Fix 20% of medium and high FAA targeted vulnerabilities that pertain to AST Due September 30, 2015

Core Activity: Manage Financial Resources

Manage AST financial resources.

Activity Target 1:

Ensure that at least 70% of all contract dollars are obligated in Delphi within four months of an appropriation. Due September 30, 2015

Core Activity: Manage continuity of operations through planning preparation for operational disruption

Manage AST preparation for operational disruption.

Activity Target 1:

Develop an AST COOP Annex for the FAA COOP Plan. Due September 30, 2015

Core Activity: AST Communications and Outreach

Plan and allocate communications outreach effort and resources to prioritize AST stakeholder communities.

Activity Target 1:

Develop AST Communications and Outreach Plans. Due December 31, 2014

Core Activity: Congressional Outreach

Allocate resources to support development of policies and legislation supporting AST's mission.

Activity Target 1:

Develop an AST Congressional Outreach Strategy. Due December 31, 2014

Core Measure: Equal Employment Opportunity (EEO) Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

Core Initiative: EEO Training

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior through EEO Training.

Core Activity: EEO Training Requirements for FAA Workforce

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior.

Activity Target 1:

Ensure 100% of employees complete the NoFEAR Training required by OPM. Due November 23, 2014

Activity Target 2:

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2015

Activity Target 3:

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2015

Core Measure: Small Business and Corporate Citizenship

Promote Small Business Development and Corporate Citizenship.

Core Initiative: Award Procurement Dollars to Small Businesses

Award at least 25% of the total agency direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Core Activity: Awarding of Procurement Dollars (AST)

Award at least 25 percent of the total AST direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Activity Target 1:

Participate in at least one local outreach event with special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses). Due September 30, 2015

Activity Target 2:

Award at least 25 percent of the total AST direct procurement dollars to small businesses. Due September 30, 2015